


## PLANNING GRANT APPLICATION FORM

<b>Applicant (Agency &amp; address - including zip)</b>			<b>Proposed Date of Completion:</b> February 2012	
			<b>Grant Amount Requested:</b> \$295,500	
	<b>Check one</b>		<b>If Joint Proposal, list participating entities/contact person:</b>	
City of Clovis	City	X		
Community & Economic Development Department	MPO			
356 Pollasky Avenue, Suite 200	COG			
Clovis, CA 93612	RTPA			
	JPA			
	Joint Proposal			
<b>Lead Applicant's Name:</b> City of Clovis				
<b>Title of Proposal</b> (summarize the deliverable to be funded by this grant) Shaw Avenue Corridor Plan				
<b>Applicant's Representative Authorized in Resolution</b>			<b>Person with Day to Day Responsibility for Plan</b> (if different from Authorized Representative)	
Name:	Dwight Kroll		Name:	David Fey
Title:	Director of Planning & Development Services		Title:	Deputy City Planner
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Email:	dkroll@cityofclovis.com		Email:	davidf@cityofclovis.com
<i>Check all of the following that are incorporated or applicable to the proposal:</i>				
<b>Focus Area</b>			<b>Program Objectives</b>	
X	Focus Area # 1		X	Applying for 20% EDC set aside
	Focus Area # 2			
	Focus Area # 3		X	Improve air and water quality
<b>Eligibility Requirements</b> (mandatory)			X	Promote public health
X	Consistent with State Planning Priorities		X	Promote equity
X	Reduces GHG emissions on a permanent basis		X	Increase affordable housing
X	Collaboration requirement		X	Increase infill and compact development
<b>Priority Considerations</b>			X	Revitalize urban and community centers
X	Demonstrates collaboration & community involvement		X	Protect natural resources and agricultural lands
X	Addresses climate change impacts		X	Reduce automobile usage and fuel consumption
X	Serves as best practices		X	Improve infrastructure systems
X	Leverages additional resources		X	Promote water conservation
	Serves an economically disadvantaged community		X	Promote energy efficiency and conservation
X	Serves a severely disadvantaged community		X	Strengthen the economy
I certify that the information contained in this plan application, including required attachments, is complete and accurate				
Signature: 			8.30.10	
Applicant's Authorized Representative as shown in Resolution			Date	
Print Name and Title: Dwight Kroll, Director of Planning and Development Services				

# Sustainable Communities Planning Grant Proposal Shaw Avenue Corridor Plan

## **Proposal Summary Statement**



## Summary Statement – Shaw Avenue Corridor Plan

The City of Clovis proposes to prepare the Shaw Avenue Corridor Plan, a focused land use planning, regulatory, and financing effort to supplement the City's General Plan update process. This plan will identify land use, housing, transportation, and economic development strategies to re-imagine and revitalize the City's main commercial corridor from SR-168 to Clovis Avenue. It will also create the regulatory mechanisms to amend the current zoning regulations, providing implementation not just planning. Guided by smart growth principles, defined in the San Joaquin Valley Blueprint and the US Green Building Council's LEED for Neighborhood Development rating system, the Shaw Avenue Corridor Plan will provide a replicable model for other corridor redevelopment in the Central Valley and across the state.

Through its General Plan update, Clovis has identified a two-and-a-half-mile stretch of Shaw Avenue (Exhibit 1) as a focus area for more detailed study and analysis. The community's primary commercial corridor, Shaw Avenue links California State University, Fresno and older, economically disadvantaged neighborhoods on the west with Loma Vista, the newly developing community on the east side of the City. Despite needing revitalization, the corridor itself is the City's busiest arterial with over 60,000 average vehicle trips daily. This proposal complements the current General Plan's concept of developing three concentrated urban villages and provides the necessary attention to redeveloping the City's existing transportation infrastructure.

### Need for the proposal

Since the last General Plan Update in 1993, Clovis has experienced tremendous growth, transforming from a bedroom community of 56,500 residents to a burgeoning suburb nearing 100,000 today. Rather than simply sprawl outward to the Sierra foothills and consume agricultural lands and cherished open space, the City intends to focus development inward and capitalize on local assets and infrastructure to maintain its small town character. Shaw Avenue represents the City's most significant retrofit opportunity to advance sustainable development practices and create a more livable and vibrant corridor.

As a critical focus area in the current General Plan Update, the Shaw Avenue Corridor also represents fertile ground to test new ideas for planning in the San Joaquin Valley. Because there are no paradigms for retrofitting corridors in the Valley, Clovis proposes to use Shaw Avenue to explore new transportation, economic development, and streetscape design strategies. For example, the proposal will examine not only how to create higher density boulevard housing, but what kinds of other land uses and community amenities are necessary to create a vibrant public space. The City will engage the development community (i.e., landowners, builders, housing advocates, financiers) to determine what tools and incentives are necessary to create feasible housing products and mixed use developments. Because the City has limited resources for its General Plan Update, this plan would serve as a template to apply lessons to the City's other, corridor-based focus areas.

### Achieving the intent of the applicable focus area

The Shaw Avenue Corridor Plan is a multi-faceted, collaborative enterprise that addresses key components of creating a sustainable community: protecting natural resources, promoting social equity, and strengthening the economy. Clovis' partners—California State University, Fresno; Housing Authorities for the County of Fresno; Fresno COG; Fresno County Department of Public Health; Economic Development Corporation of Fresno County and the Clovis Chamber of Commerce—will serve as a Technical Advisory Committee by examining and identifying changes to land use patterns and transportation infrastructure to reduce vehicle travel and greenhouse gas (GHG) emissions. Executing this proposal will help the State achieve its AB 32 goals for GHG reduction and implement SB 375 by improving the circulation system, increasing access to transit, enhancing bicycle/pedestrian infrastructure, and reducing energy use.

# Sustainable Communities Planning Grant Proposal Shaw Avenue Corridor Plan

## **Proposal Description**



## Threshold Requirements

1. *Describe how the Proposal is consistent with State's Planning Priorities, Section 65041.1 of the Government Code.*

- a. *Promote infill development and invest in existing communities*

Even before the housing market collapse and recession, the Shaw Avenue corridor was ripe for redevelopment. Relatively high retail and commercial vacancy rates (research in the fall of 2007 identified three areas along the corridor with vacancies in excess of 12 percent), an abundance of underutilized properties, and a noticeable lack of private investment restrained Clovis' main commercial corridor from reaching its full potential. In spite of these circumstances, most retail businesses along the corridor perform well in part because the corridor is surrounded by residential neighborhoods and it provides good vehicular access to most of the City's households. Exhibit 3 identifies several opportunity sites that can be repurposed, reimagined, and redeveloped to provide higher density housing to remove excess commercial building space in some areas and concentrate and intensify commercial destinations in other areas.

This proposal will analyze and recommend the right amount of retail, commercial, and entertainment development that can be supported by new housing opportunities, and consumer spending by adjacent neighborhoods and the broader community. It will plan for and provide economic development strategies for infrastructure improvements, new and complementary land uses, pedestrian-friendly streetscape designs, and non-vehicular connections with adjacent neighborhoods, Fresno State University, and the citywide trail system. Crucially important to effect real change, this proposal will provide zoning standards that allow for financially feasible redevelopment and creative solutions that can be applied in other jurisdictions.

- b. *Protect, preserve, and enhance environmental and agricultural lands, and natural and recreational resources*

At the edge of the Fresno metropolitan area, Clovis has traditionally grown outward across agricultural lands that extend east and north toward the Sierra foothills. Through this proposal, the City intends to curb the typical development pattern of consuming adjacent agricultural lands and redirect investment in the City's core in order to protect the valuable agricultural, environmental, and natural resources that contribute to Clovis' small-town feel and its ever-present western heritage. Redeveloping the Shaw Avenue corridor will preserve the agricultural and rural lands buffer at the City's eastern and northern perimeter, help protect the City's views of the Sierra, and strengthen the community's connection and easy access to the abundance of natural resources and outdoor recreational opportunities provided by the nearby mountains.

- c. *Encourage location and resource efficient development*

This proposal will help to revitalize an existing commercial corridor to attract both retailers and customers, rather than promote building new, stand-alone commercial centers on the City's fringe. Public transit, major utilities, and other public services already serve the Shaw Avenue corridor, and preliminary investigations suggest that the current infrastructure can accommodate well-planned intensification of uses and development. The proposal will explore how new corridor development can leverage and expand existing resources and services. For example, the proposal will engage the local transit providers to assess the feasibility of enhanced bus service to connect university students and adjacent neighborhoods to the corridor's intensified destinations. The proposal will also create development scenarios for key opportunity sites to determine the intensity of development and/or the level of subsidy necessary to make redevelopment financially feasible. While the proposal will provide clear guidance for the Clovis Community Redevelopment Agency to take an active role in facilitating

## Proposal Description – Shaw Avenue Corridor Plan

redevelopment, the proposal will also facilitate market-rate private-sector redevelopment.

2. *Describe how the Proposal will (and include in work plan) reduce, on as permanent basis that is feasible, greenhouse gas (GHG) emissions consistent with:*

a. *California's Global Warming Solutions Act of 2006*

i. *How will the Proposal reduce greenhouse gas emissions as compared with business as usual (BAU) through 2020 and beyond?*

As part of the General Plan Update, this focused land use planning effort will be analyzed for its impacts on climate change in the program Environmental Impact Report. Accordingly, the City will prepare a current GHG emissions baseline inventory and BAU projection for 2020, and then quantify future reductions based on proposed land use changes and a suite of policies and implementation strategies. To reduce GHGs, the proposal will introduce site-specific policies and implementation strategies that are consistent with the CARB Scoping Plan. These strategies will include: improving access to public transit, designing streetscapes to promote and enhance bike and pedestrian mobility, mixing land uses to increase access to daily destinations (e.g., shopping, employment, recreation facilities), and incorporating green building standards.

ii. *Identify the indicators that will be used to measure whether the Proposal will meet greenhouse gas emissions reduction targets or requirements?*

Several indicators will be used to measure GHG emission reductions, including vehicle miles traveled (reduce), the number of public transit (e.g., bus) trips (increase), installation of renewable energy generation facilities (increase), residential densities that meet Valley Blueprint goals, and the number of mixed use developments (increase).

b. *Any applicable regional plan*

i. *Cite any applicable regional plan.*

The City of Clovis is a partner in the eight-county San Joaquin Valley Blueprint (Valley Blueprint), developed in 2009 and administered locally by the Council of Fresno County Governments (Fresno COG). This proposal is consistent with the smart growth principles outlined in the Valley Blueprint, including: mixing land uses, providing a variety of transportation choices, strengthening and directing development toward existing communities, creating walkable and bikeable neighborhoods, encouraging community and stakeholder collaboration, and fostering distinctive and attractive communities with a strong sense of place. Clovis is also a partner in the Compact for Smart Valley Places, a formal network of 16 cities, public agencies and institutions, and private, nongovernmental organizations with the united purpose to locally define and mutually implement a regional plan for sustainable development for the San Joaquin Valley.

ii. *Describe how your proposal will be consistent with the greenhouse gas emission reduction strategies in the applicable regional plan.*

The Fresno COG's plan for the Valley Blueprint calls on participating cities to meet particular objectives that will help the region manage environmental resources sustainably and reduce GHG emissions. This includes: 1) promoting energy efficiency, solar production, and other methods of reducing GHG production, 2) encouraging local general plans to incorporate climate change strategies, 3) helping establish baseline GHG rates for municipalities, and 4) promoting landscaping strategies that will reduce GHGs. In addition to incorporating the citywide goals and policies to address climate change in the City's General Plan Update, this proposal will describe site-specific policies, strategies, and implementation actions to reduce

## Proposal Description – Shaw Avenue Corridor Plan

GHGs in the proposal area. Consistent with the Valley Blueprint, this proposal will promote the preservation of a major transportation corridor to serve local and regional growth, incorporate “complete streets” designs, introduce multi-modal infrastructure, reduce VMTs, and incentivize infill and compact development.

3. *Meet the Collaboration Requirements of the focus area applicable to the Proposal.*
  - a. *See Section III, Focusing Funds, for the Collaboration Requirements applicable to the Proposal.*

The proposal is consistent with the regional goals, including implementing SB 375, as outlined in the Valley Blueprint. The proposal aims to accommodate the City’s projected population growth by designating Shaw Avenue as a multi-modal transportation corridor that is also an appropriate area for urban growth and economic development.

Specifically, the proposal will coordinate land use, transportation, open space systems, and public amenities to support higher density, mixed use, and walkable neighborhoods. As noted in its letter (attached), the Fresno COG recognizes and supports this proposal as an example of how local jurisdictions can put smart growth and sustainable planning policies into practice. Accordingly, the Fresno COG has committed in-kind services and staff expertise to collaborate with the City as it executes this proposal to ensure that it achieves regional goals.

## Program Objectives

### Improve Air and Water Quality

#### *Air Quality*

1. *What strategies will be used to meet the air quality objective?*

The proposal will improve air quality by promoting alternative forms of transportation (public transit, biking, walking) through the design of streetscapes and “complete” streets (streets that provide efficient multi-modal options), and by creating an appropriate land use mix for different areas of the corridor. Specifically, the proposal will examine Bus Rapid Transit (BRT) and other public transportation systems that can effectively link Shaw Avenue with the emerging Loma Vista community center to the east and the Fresno State campus to the west. Such a system would remove automobiles from the road and reduce commute times, thereby contributing to improved air quality. The proposal will also create a landscaping palette that will expand the canopy of the urban forest and specify native and drought tolerant plant material to reduce water usage. Finally, the proposal will identify potential locations for alternative fuel vehicle infrastructure (i.e., charging stations).
2. *What indicators will be used to measure the outcomes?*

The proposal will measure the number of public transit trips (increase), installation of new bicycle paths and walking trails (increase the number and length of segments), the number of housing units connected to the corridor with sidewalks and crosswalks (increase), the number of new trees planted, and the percentage of drought tolerant landscaping planted (new and replacement).
3. *How will the proposal be consistent with the State Implementation Plan, as specified by the local air district?*

This proposal seeks to reduce emissions from mobile sources, particularly single-occupant passenger vehicles, which contribute to pollution associated with carbon monoxide, ozone, and particulate matter. The aforementioned land use, streetscape design, and mobility strategies are consistent with the State Implementation Plan, as specified by the San Joaquin Valley Air Pollution Control District.

## Proposal Description – Shaw Avenue Corridor Plan

### *Water Quality*

4. *What strategies will be used to meet the water quality objective?*

The proposal will improve water quality through the land use plan and streetscape designs. Water use for commercial landscaping will be addressed in development standards requiring the use of native and drought tolerant species, and stormwater management will be addressed using low impact development practices. This includes designing bioswales for medians and parking strips to capture urban runoff before it enters the City's stormdrain system, and creating stormwater retention areas that also serve as recreation (e.g., pocket parks) and open space.

5. *What indicators will be used to measure the outcome?*

The proposal will measure the square footage of new commercial landscaping using native and drought-tolerant species (increase), and the estimated annual stormwater runoff channeled through bioswale or other treatment before entering Fresno Metropolitan Flood Control District detention/retention facilities (increase).

6. *How will the proposal be consistent with the Integrated Regional Water Management Plan?*

This proposal will be consistent with the Tulare Lake Integrated Regional Water Management Plan (IRWMP) because it seeks to direct investment into Clovis' existing communities and relieve pressure to expand water infrastructure to potential development on surrounding agricultural and rural lands.

### Promote Public Health

1. *What indicators will be focused on to meet the public health objective?*

To monitor the public health improvements, the City will measure the increase in completed sidewalk segments (linear feet) and the increase in the number and length of bike trails. The City team will also calculate the increase in healthy shopping businesses (e.g., fresh produce markets) within a 10-minute walk of 75 percent of the area's residents.

2. *Describe how the proposal addresses and responds to the definition of a healthy community.*

At its core, this proposal seeks to build a more livable and healthy community by redesigning and positioning the Shaw Avenue corridor as a catalyst for environmental, social, and economic changes. From an environmental perspective, the proposal will create a new built environment that offers a range of transportation options (not just the automobile), and provides safe and comfortable streetscapes along and intersecting the corridor to encourage pedestrian activity. From a social standpoint, the improved transportation network and streetscapes will not only increase activity on and around the corridor, but also provide the adjacent residential neighborhoods and the students of Fresno State better access to their everyday goods and services. Clovis anticipates that the corridor plan will yield economic benefits by directing investment and providing incentives for redevelopment (including new housing on the corridor) in the City's main commercial strip instead of outlying areas. And by mixing land uses so that people can access shopping, education, and entertainment without relying solely on the automobile, and planning for development patterns that utilize "park-once" strategies, the proposal will result in development that not only fosters more walking and less driving but also makes it possible and attractive.

3. *Describe how, in the development and implementation of the proposal, public health co-benefits and potential adverse consequences will be identified, and for any identified negative consequences that may be associated with the proposal, the approach to mitigating or preventing these consequences.*

A primary goal of the proposal is to improve mobility options for people who live and work near the corridor so that they can rely less on traveling by car for their daily needs. Redesigning the streetscapes, mixing land uses along Shaw Avenue, and creating



## Proposal Description – Shaw Avenue Corridor Plan

incentives for redevelopment and new investment all contribute to promoting walkability and benefitting public health. Another goal is to improve the area's economic conditions, which can be identified by new housing opportunities, better access to fresh and local groceries, and enhanced housing conditions. One potential adverse consequence may be the increase in pollution (from exhaust) attributed to increased bus service. To mitigate this potential impact, the City will consult with the transit providers about employing clean-burning buses, including compressed natural gas and electric vehicles.

4. *Describe the extent and nature of the coordination and collaboration with the local health officer/health department for the cities and counties included in your agency's jurisdiction or covered by the scope of the proposal.*

The Fresno County Department of Public Health has provided guidance on metrics which include public transit usage rates (increase), utilization of bike lanes and trails (increase) and access to markets that sell fresh fruits and vegetables (increase).

### Promote Equity

1. *What strategies will be used to meet the equity objective?*

As noted above, a primary proposal goal is to improve mobility options, including providing better access to transportation along Shaw Avenue. This is particularly important for the historically disadvantaged neighborhoods of Southwest Clovis, which are poised to benefit from design and land use strategies that can help shape a neighborhood improvement district. To achieve this goal, the proposal will fashion new streetscape designs that create a safe, complete and connected pedestrian environment, encourage walking and biking, and promote community pride. These strategies are also consistent with the City's Southwest Clovis Neighborhood Revitalization Action Plan (2005) which identified priorities and actions to improve property conditions, public infrastructure, traffic, law enforcement, community engagement, and school district boundaries.

2. *What indicators will be used to measure the outcomes?*

Once the proposal has been implemented, the City will measure the area residents' access to transportation (increase), workshop attendance by neighborhood residents, and the number of housing units connected to the corridor by complete sidewalks and crosswalks as indicators of meeting the equity objective.

3. *Explain how disadvantaged communities will be engaged in the planning process for the proposed outcomes.*

Because the City has undertaken planning efforts in the neighborhoods surrounding the proposal area in the past, it has developed connections and established trust with the area's disadvantaged communities. The City will use an extensive mailing list compiled from the Southwest Clovis Neighborhood Revitalization Action Plan outreach effort and enlist the assistance of the area's Boys & Girls Club to connect again with this community.

Additionally, the City will use the existing General Plan Advisory Committee (GPAC), whose 21 members serve as community ambassadors for the citywide planning process, to engage with the proposal area's disadvantaged communities and involve them in the public workshops and design charrettes.

### Increases Housing Affordability

1. *What strategies will be used to meet the housing affordability objective?*

In its recently-adopted Housing Element, the City established increased density goals and mixed use areas, and identified several sites within the corridor that could be utilized for affordable housing. Providing affordable housing on Shaw Avenue is essential to revitalizing the corridor and meeting the City's Regional Housing Needs Allocation requirement. The Fresno City and County Housing Authority recognizes the importance of this objective and will provide the City with a \$25,000 planning grant to study the feasibility of affordable housing projects on Shaw Avenue. Using LEED for Neighborhood Development (LEED-ND)

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and Enterprise Green Communities program criteria as guides, this proposal will identify specific sites and create conceptual plans to develop affordable housing (both rental and for-sale dwelling units). The proposal will quantify the viability of developing affordable housing on one or more of these sites and identify regulatory changes and/or subsidies needed to achieve feasibility. The City expects this effort to help determine the financial feasibility of increased density and use this approach as a template for similar development elsewhere in the community. Furthermore, the proposal will assess the feasibility of market-rate private-sector housing development and its impact on the affordability of non-subsidized housing.

### 2. *What indicators will be used to measure the outcomes?*

To indicate progress toward increasing affordability, the proposal will measure the number of neighborhood projects that could be eligible for LEED-ND certification. As well, the City will monitor the number of constructed housing units that contribute to Clovis' RHNA obligation for extremely low, very low, and low income households.

### 3. *How will the proposal be consistent with housing affordability requirements under the RHNA?*

The proposal will identify additional land that would be designated for higher density housing per the City's RHNA goals. This proposal will provide the City an opportunity for the City to meet its goal of providing mixed-use areas including dense housing.

## Promote Infill and Compact Development

### 1. *What strategies will be used to meet the infill and compact development objective?*

Currently, Shaw Avenue suffers from the widespread dilution of commercial activity along the corridor. This proposal will craft a land use plan that focuses and intensifies economic activity at key nodes and allows financially feasible, non-retail development to infill and redevelop the segments between activity nodes. The land use plan will also mix land uses so that more jobs and residences are located closer (via walking, biking, and public transit) to retail, commercial services, and public amenities. The proposal will explore the possibility of expanding the City's existing redevelopment project area to include some or all of the proposal area. It will also provide amendments to the City's planning and zoning to allow financially-feasible private-sector redevelopment for compact infill projects.

### 2. *What indicators will be used to measure the outcomes?*

Several indicators will be used to measure the amount and quality of infill and compact development on the corridor, including the proportion of jobs and housing units within ½ mile of transit, the number of housing units within ½ mile of transit, the number of new residential projects that meet or exceed the density described in the preferred Valley Blueprint concept, and the number of new commercial projects with increased floor area ratio (FAR).

## Revitalize Urban and Community Centers

### 1. *What strategies will be used to meet the urban and community center objectives?*

Retrofitting Shaw Avenue to be a truly urban center for the Clovis community requires integrating the adjacent residential neighborhoods into the fabric of the corridor and easily connecting people to the nearby commercial goods and services. To overcome the obstacles presented by an auto-dominated commercial strip, the proposal will define major and minor activity nodes and transition areas with the optimal land use designations. This proposal will examine how to capitalize on nearby major transportation facilities (i.e., State Route 168 and Clovis Avenue) to better serve the proposal area population and the Fresno-Clovis metropolitan area. Another strategy to build community along this segment of Shaw Avenue is creating a critical link to Fresno State and understanding how to best serve the needs and demands of over 21,500 students. Working with the university, Clovis will conduct and analyze student surveys to help shape the land use and circulation plans, and provide key input for the proposal area market study.

## Proposal Description – Shaw Avenue Corridor Plan

### 2. *What indicators will be used to measure the outcomes?*

The proposal will track the number of building permits for new and renovated construction within the proposal area compared to greenfield developments in the City.

## Protect Natural Resources and Agricultural Lands

### 1. *What strategies will be used to meet the natural resources and agricultural land objective?*

The proposal's primary strategy to protect these resources is to concentrate development on infill opportunities rather than agricultural and rural residential lands within the city's sphere of influence to the north and east. Although development is planned in these areas to accommodate projected growth, the City recognizes that this growth can be redirected to the City's core with the proper incentives and regulatory mechanisms.

### 2. *What indicators will be used to measure the outcomes?*

The City will measure the number of new housing units and new commercial square footage in the Shaw Avenue Corridor against the same products planned on the the City's outward development fringe to determine the corresponding reduction of development pressure on outer agricultural areas.

### 3. *How will the proposal be consistent with the California Wildlife Action Plan, Natural Community Conservation Plan, and the Surface Mining and Reclamation Act?*

Because the proposal focuses on redeveloping existing lands and avoids agricultural conversion, it is consistent with the California Wildlife Action Plan's preferred strategies to avoid wildlife habitat loss. There is no approved Natural Community Conservation Plan applicable to the proposal site. As part of an already developed and urbanized area, the Shaw Avenue corridor does not contain any areas designated for the production, conservation, and protection of state mineral resources.

## Reduce Automobile Usage and Fuel Consumption

### 1. *What strategies will be used to meet the automobile use and fuel consumption objective?*

This proposal will focus on introducing and enhancing alternative modes of transportation on Shaw Avenue, including dedicated public transit (such as Bus Rapid Transit), bike lanes and bike boulevards, and pedestrian trails. The City will also assess how these modes can be connected to and integrated with regional transportation systems. From an urban design standpoint, the proposal will examine reducing the number of curb cuts to improve vehicle flow, identifying appropriate locations for new, alternative fuel infrastructure, and streetscape designs that encourage a high level of pedestrian activity in and around the corridor. All of these strategies are intended to reduce reliance on the automobile as the primary mode of travel, and mitigate the demand for fossil fuel consumption.

### 2. *What indicators will be used to measure the outcomes?*

The City will gauge the proposed increase in transit ridership and also monitor the projected decrease in vehicle miles traveled by Clovis drivers.

### 3. *How will the proposal be consistent with the California Transportation Plan?*

The aforementioned strategies are consistent with the California Transportation Plan's goals of improving mobility and accessibility, preserving the transportation system, supporting the economy, enhancing public safety and security, reflecting community values, and enhancing the environment.

## Improve Infrastructure Systems

### 1. *What strategies will be used to meet the infrastructure systems objective?*

This project will implement a strategy along the Shaw Avenue corridor to integrate a number of infrastructure systems that now exist as silos. This proposal will create more walkable and bikeable links between neighborhoods and Shaw Avenue, increase the availability of affordable housing, and offer redesigned streetscapes that provide co-benefits

## Proposal Description – Shaw Avenue Corridor Plan

to encouraging pedestrian activity (e.g., manage stormwater, improve water quality, increase shade to reduce urban heat island effect). Ultimately, improving these systems and focusing redevelopment on the corridor will reduce the demand for the City to extend infrastructure and services to areas at the urban fringe.

### 2. *What indicators will be used to measure the outcomes?*

The City will measure infrastructure improvements by counting transit ridership (increase), bicycle commuters (increase), and the number and length of new bicycle paths and walking trails (increase).

## Promote Water Conservation

### 1. *What strategies will be used to meet the water conservation objective?*

The proposal seeks to conserve water resources through the planning of higher density land uses and developing design guidelines for buildings and streetscapes that incorporate best management practices. These include installing drought tolerant landscaping, constructing bioswales and other green infrastructure to manage and reuse stormwater, and expanding the use of recycled water along corridor for landscaping and other appropriate applications.

### 2. *What indicators will be used to measure the outcomes?*

The City will calculate residential and commercial water usage compared to a business as usual scenario (decrease), and quantify the number of new commercial connections for recycled water (increase).

### 3. *How will this proposal help the State achieve its goal to reduce water consumption 20 percent by 2020?*

Clovis intends to expand its recycled water infrastructure (e.g., purple piping) and currently operates its own sewage treatment/water reuse facility with a capacity to treat 8.4 million gallons per day. Revitalization of the Shaw Avenue corridor area will provide an opportunity to expand the purple pipe distribution system, thereby assisting the State in reducing potable water consumption.

### 4. *Explain how this proposal is consistent with the Integrated Regional Water Management Plans.*

As noted above, this proposal will be consistent with the Tulare Lake Integrated Regional Water Management Plan (IRWMP) because it seeks to direct investment into Clovis' existing communities and relieve pressure to expand water infrastructure to potential development on surrounding agricultural and rural lands. The proposal is also consistent with the Upper Kings IRWMP, which recognizes the important role land use plays in impacting water supplies. The proposal's emphasis on infill development, higher density land uses, and promotion of low impact landscaping and other water-related best management practices supports the IRWMP's water conservation objectives.

## Promote Energy Efficiency and Conservation

### 1. *What strategies will be used to meet the energy efficiency and conservation objective?*

This proposal will employ energy efficiency and conservation strategies for individual buildings, and landscaping and streetscapes plans. For buildings, the City will incorporate green building measures that reduce energy demand (e.g., site orientation, window placement, building and plant materials) in design guidelines. These guidelines will also identify water conserving landscaping strategies that also conserve energy, such as installing drought tolerant plants, weather-based irrigation controls, and shade trees.

### 2. *What indicators will be used to measure the outcomes?*

The City will measure the residential energy consumption (decrease), the local Energy Star program participation (increase), and the number of buildings that achieve LEED-certification (or qualification by another, similar rating system).

### Strengthen the Economy

1. *What strategies will be used to meet the economy objective?*

There are several buildings and commercial complexes on Shaw Avenue that can be renovated and repositioned to better serve the needs and desires of the community. Among the strategies to build a stronger economic base along the corridor are redeveloping existing buildings and sites rather than promote greenfield development; capitalizing on student population at Fresno State to patronize businesses and reside in new housing products; developing more affordable housing, including multifamily units; and reducing commercial vacancies, especially big box retail sites. Executing these strategies will foster economic development and increase the City's tax base.

2. *What indicators will be used to measure the outcomes?*

The City will measure the number of building permits for new and renovated construction (increase), compared to historical records as well as sales tax revenues (increase) from the project area, within the proposal area.

### EDC Set Aside Applications

1. *How will the proposed project benefit the residents within the EDC?*

The project area includes some of the poorest neighborhoods in Clovis (see Exhibit 2), and many residents, through the development of the 2005 Southwest Clovis Revitalization Plan, expressed concern that they are being left behind in a decaying part of the city. This proposal will benefit these residents directly by elevating the standard of living through better design of the built environment, improved access to public transportation, and directing new economic investment to Shaw Avenue. Because many of the area residents spend a disproportionate amount of their income on transportation and utility costs, it is critical that they have better access to public transportation and other mobility options (e.g., bicycle and pedestrian trails) to help them meet their daily needs. Creating a more walkable and vibrant corridor will also encourage private developers to invest in the adjacent neighborhoods, thereby improving the living conditions of the area's residents.

2. *What indicators will be used to measure benefits to the EDC?*

The City will measure median household incomes (increase) in the proposal area and the number of new housing units constructed (increase) in the proposal area (including affordable units).

3. *How does the proposed project remove barriers to sustainability within the community?*

The Shaw Avenue corridor suffers from outdated land uses, an excess of retail establishments, and limited physical connection to the adjacent neighborhoods. This proposal will provide new land use and zoning strategies, create financially feasible development scenarios, and recommend design guidelines that will encourage investment that better serves the adjacent neighborhoods as well as the Clovis community as a whole. And by bringing together a collaborative team (e.g., Fresno State, Fresno Housing Authority, Clovis Chamber of Commerce, etc.), the City will truly leverage local resources to remove the aforementioned barriers.

### **Priority Considerations**

1. *Proposal demonstrates ongoing collaboration with state, regional and local, public and private stakeholders and community involvement (include in work plan).*

a. *Describe tasks undertaken by all entities involved in the work plan.*

The City of Clovis will manage this project and facilitate the efforts of the consultant team and the City's collaborative partners—California State University Fresno, the Fresno City and County Housing Authorities, the Council of Fresno County Governments, Fresno County Public Health Department and the Clovis Chamber of Commerce. These organizations and agencies will serve on the proposal's Technical Advisory Committee

## Proposal Description – Shaw Avenue Corridor Plan

and lend their respective expertise to reviewing materials and helping to develop planning products. Each partner will participate in defined tasks, described in detail in the attached Work Plan.

*b. Describe how other entities will be engaged in the development and/or implementation of the proposal*

Much like the corridor itself, this proposal will involve a number of moving parts, from local governments to property owners and developers to local businesses, students, and affordable housing organizations. As part of current update of the city's General Plan, the proposal will take a holistic approach to serving various constituencies and engage them at key points in the planning process. For example, the City will enlist the support of Fresno State to conduct student and staff surveys to define their needs and desires and help identify how they use Shaw Avenue now. The Fresno Housing Authority will provide a planning grant to study the feasibility of affordable housing project on Shaw Avenue. The Clovis Chamber of Commerce will assist in gathering retailers and other business owners along the corridor to participate in a needs assessment workshop.

*c. Describe how the community will be engaged in the planning process.*

In addition to using the 21-member General Plan Advisory Committee (GPAC) to serve as ambassadors to community and conduct outreach for public workshops and design charrettes, the City will work with Fresno State to target university students, faculty, and staff to participate in the planning process. This is a key constituency that is often overlooked in standard, municipal planning efforts; but they are critical in providing input that will shape the corridor's land use planning and economic development strategies. Additionally the City will utilize the community groups that provided significant input into the development of the 2005 Southwest Neighborhood Revitalization Plan.

*2. Proposal demonstrates strategies or outcomes that can serve as best practices (BPS) for communities across the state.*

*a. Does the proposal include tools or processes that could be easily accessed and used by other government agencies to develop plans or strategies for sustainable communities?*

This proposal will yield replicable tools and practices for other cities struggling to revitalize their corridors. These tools include: an Excel spreadsheet model to assess the supportable amount of retail along their commercial corridors, a worksheet for conducting a preliminary corridor analysis, a worksheet for conducting a pedestrian safety audit, and a "complete" streets evaluation worksheet.

*b. How will your agency promote and share the proposal's information, tools, or processes?*

The City will host a page on its website describing the proposal, and will provide direct links to the materials developed. The City will also host a free workshop for Central Valley communities on how to use the tools identified above to assess their commercial corridors and create corridor plans that can reduce VMT, right-size commercial development, and provide better connections to adjacent neighborhoods. In addition staff will be available to present to the California League of Cities, California Redevelopment Association, the Downtown Association, and other statewide groups.

*3. Proposal is leveraged with additional resources, in-kind or funds. (Identify in Budget)*

*a. Identify funding sources and amount already committed to the proposal and expected timing of funds. Detail whether funds are in the form of cash contributions, in-kind services, volunteer effort, donated labor or materials, technical expertise, etc.*

The City started the General Plan Update in February 2009 and has already spent approximately \$600,000 to complete the initial phases (e.g., visioning, guiding principles, community profile, economic analysis, land use plan framework). Clovis anticipates completion of the GPU will cost approximately \$1,500,000, which includes preparation of

an Environmental Impact Report (EIR). In addition to the City's significant commitment of financial resources, it will also provide in-kind services of \$60,000 to manage the proposal. This will involve dedicated staff time to coordinate with the consultant team, administer contracts, and keep the proposal on schedule.

- b. Identify potential future funding sources and the amount expected to be committed to the proposal. Detail whether funds are in the form of cash contributions, in-kind services, volunteer effort, donated labor or materials, technical expertise, etc.*

The City will also rely on its partners—Fresno State, Fresno Housing Authority, Fresno COG, Clovis Chamber of Commerce—to contribute in-kind services, technical expertise, and volunteer effort to execute the proposal. This will include reviewing conceptual plans and technical reports, conducting student, resident, and business surveys, and identifying potential funding sources to implement the plan. The Housing Authority has committed to providing \$30,000 of staff time, and will provide a \$25,000 grant to the City to study the feasibility of affordable housing projects on Shaw Avenue. Fresno State has committed over \$72,500 of in-kind support, including staff time to conduct targeted student, staff, and faculty surveys, and provide research related to its recent Campus Master Plan effort. The Fresno COG will provide \$3,500 of staff time and resources for technical consultation and traffic modeling. The Clovis Chamber will furnish \$10,000 of staff time to review the corridor plan and serve as a liaison to the business community on Shaw Avenue. In addition the Fresno County Department of Public Health will furnish \$420 of staff time to review the corridor plan. The City will provide \$60,000 in-kind of staff time for administration and completion of the EIR. In summary, the in-kind support is \$176,420 and the total support is \$201,420.

4. *Proposal addresses climate change impacts*

- a. Identify the potential climate change impacts on the population, or human or natural areas, or systems most vulnerable to those impacts within the planning area.*

Clovis' agricultural lands and large, vacant open spaces at the urban edge are in jeopardy of being developed. This sprawling pattern of growth could accelerate climate change impacts, including increasing VMTs, placing greater demands on developing new water and energy infrastructure, and exacerbating the City's poor air quality.

- b. How does the proposal improve adaptation to the impacts for these populations, human or natural areas, or systems?*

From a land use perspective, the proposal intends to direct development inward rather than at the suburban edge in order to mitigate the aforementioned potential impacts. A revitalized Shaw Avenue corridor will provide an array of mobility options, reduce VMTs, capitalize on existing infrastructure, and improve the community's physical health. Moreover, new energy efficiency and site design strategies for buildings will help reduce reliance on fossil fuels.

5. *Proposal serves an economically disadvantaged community.*

- a. How will this proposal specifically benefit a disadvantaged or severely disadvantaged community?*

As shown in Exhibit 2, the proposal area serves a severely economically disadvantaged community in Clovis. This proposal will benefit this community by improving pedestrian access to local-serving businesses, jobs, and public transit. Through careful design and land use planning, the Shaw Avenue corridor can offer adjacent residential neighborhoods a variety of essential goods and services within walking distance. Improving the walkability to and of the corridor will ultimately reduce the increasing demand on household budgets for transportation costs.

- b. Discuss how the economically disadvantaged community has been and will continue to be engaged and participatory in the development of the proposal.*

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The City will build on its past planning efforts in the proposal area and use an extensive mailing list compiled from outreach done for the Southwest Clovis Neighborhood Revitalization Action Plan (2005). In addition to individuals, the City will enlist the assistance of the area's Boys & Girls Club to engage with this community. Because this proposal is associated with the current General Plan Update, the City will also use the existing General Plan Advisory Committee (GPAC) to connect with the proposal area's disadvantaged communities and involve the public in workshops and design charrettes.

### Organizational Capacity

1. *What is your organization's experience in completing this type of proposal or similar proposals? Is the expertise needed for the successful development of the proposal available within the organization? If not, how do you plan to acquire it?*

The City has managed several similar planning efforts that have resulted in significantly improving not only the built environment and the local economy, but also strengthening Clovis' sense of community. The City's redevelopment plan to revive its historic downtown in the 1980s, which was suffering from a 50% vacancy rate, has been executed successfully over the past 30 years and resulted in a current vacancy rate of less than five percent. Old Town Clovis now is home to year-round special events and statewide attractions, a seasonal farmers' market, and serves as the physical and psychological heart of the community. Over the past 15 years, the City has also carefully implemented its General Plan. Several departments have been involved in the development of the current General Plan Update, especially those that will be directly involved in this proposal.

Because this proposal requires specific expertise not currently available within City staff, the City intends to hire a consultant team to assist in executing it. Presently, the City has retained a planning firm to prepare the update of the General Plan.

2. *Do you have active partners that will help develop the proposal? How?*

The City's partners in this endeavor include Fresno State, the Housing Authority, the Fresno COG, and the Clovis Chamber of Commerce. Each partner's role is explained in the accompanying Work Plan.

3. *How will the proposal be kept on schedule and within budget?*

The City has made a commitment to complete the General Plan Update, of which this project would be an integral component, by 2012. The City recently commenced the land use planning phase of the General Plan Update, and this proposal is one of seven areas identified where significant land use changes would occur. Accordingly, a significant portion of this proposal will be completed by the end of the land use planning phase (anticipated August 2011). Other elements of this proposal will be developed and completed by February 2012 (see attached Work Plan).

4. *If the proposal goes over budget, explain your contingency plan to cover the cost.*

The City can draw additional funds from the General Plan Update budget to cover any reasonable, unanticipated costs. However, the City expects this proposal to be managed efficiently since it will supplement the baseline work of the General Plan Update (for the Shaw Avenue focus area).

5. *Identify in the work plan how the proposal will be implemented, including zoning updates if applicable.*

As part of the General Plan Update the City will prepare an implementation plan, which will include specific actions to execute the Shaw Avenue Corridor Plan. The City intends to update its zoning code upon completion of the General Plan Update, and will incorporate new language to reflect changes in land use designations for Shaw Avenue properties. The City may prepare a Redevelopment Project Area to facilitate investment in the area.